

J. A. Shadley

10 August 1963

Dr. Robert W. van de Velde
Faculty Secretary
Rockefeller Public Service Awards
Princeton University
Princeton, N. J.

Dear Dr. van de Velde:

In response to your letter of 3 June 1963, concerning the nomination of Mr. Lyman B. Kirkpatrick, Jr. as a candidate for the Rockefeller Public Service Award, I am honored to second his nomination, for in the 16 months I have been serving as Deputy Director of Central Intelligence it has been my very real privilege to work very closely with Mr. Kirkpatrick. I only hope I can do this in terms less stilted than the military citation language we both know well.

I first became aware of Mr. Kirkpatrick in his role as a member of a three-man working group responsible for studying and defining the role of the Director of Central Intelligence in the coordination and guidance of the total U. S. intelligence effort, the organization and mission of the Central Intelligence Agency, and the organization of the United States intelligence community. Mr. Kirkpatrick was chosen for this difficult and significant task because of his broad experience in national intelligence and because of his brilliant work as Chairman of the Joint Study Group convened in the fall of 1960 to examine the foreign intelligence activities of the United States. President Kennedy was highly impressed by the work of Mr. Kirkpatrick and his associates on the three-man group and endorsed the bulk of their findings.

As a result of the work of this working group, the present relationship of the President to the intelligence community was clarified as well as the role of the Director of Central Intelligence as principal intelligence advisor, national intelligence coordinator, and Central Intelligence Agency head.

A. W. Shadley

In January 1962 the President instructed the Director of Central Intelligence to coordinate and guide the total U. S. intelligence effort and to work closely with the heads of all departments and agencies having responsibilities in the foreign intelligence field. As a result of this it was necessary for Mr. McCone to delegate much of the responsibility for detailed operation of the Agency. While most of his statutory authorities were delegated to me, we established the position of Executive Director for the purpose of conducting the vitally important tasks associated with day-to-day management of the Agency. Mr. Kirkpatrick was appointed to this position by virtue of his broad knowledge and vast experience in the administration of top-level intelligence matters. He had, as you know, clearly demonstrated his capacity for overseeing internal management affairs during his nine-year tour as Inspector General of CIA, as well as his previous assignments as an Assistant Director in charge of the largest office in the Agency, and prior to that as a Division Chief.

While I cannot speak from first-hand knowledge of the earlier contributions made by Mr. Kirkpatrick to the welfare of the Agency nor of his nine years as Inspector General when he served as the eyes and ears of the DCI, his colleagues have been spontaneous in high praise of his work.

I know he contributed immensely to the development and expansion of the Agency's domestic field organization from 1948-50. Just at the time he was named chief of operations of the Agency's clandestine services, he was tragically struck with poliomyelitis. While such a crippling physical handicap would have crushed a lesser man, Mr. Kirkpatrick responded to treatment through sheer perseverance and a year later, as Inspector General, repeatedly made the rounds of Agency establishments both here and overseas in his never-ending drive to improve Agency organization and activities. No one can challenge his success in the job from the standpoint of practical solutions of many vexing problems--or from the standpoint of the "flaps" that never happened, because he developed common sense answers to troublesome situations as he encountered them.

During the same period of time the then-Director Allen W. Dulles named him to organize and become Chairman of the Agency's first Career Service Board, embodied with the Agency's recognition that skilled personnel are its most valuable asset and its desire to encourage all employees to make a career of their work with the

organization. The remarkable 10-year development of this career service is directly attributable to Mr. Kirkpatrick of whom Mr. Dulles once wrote: "The Agency is fortunate in having a man whose experience, integrity, and interest in people have been so thoroughly demonstrated."

In 1956, the Agency noted a real need to provide financial assistance for career intelligence officers who, through no fault of their own, incurred undue financial hardship and could not legally be assisted by Government funds. Again seeking the man in whom the Agency had most confidence to demonstrate to such employees the Agency's willingness and ability to assist them personally, as well as officially, Mr. Kirkpatrick's name emerged. Through his efforts, a non-profit corporation, the Public Service Aid Society, was organized to render assistance to deserving individuals as a grant, a non-interest-bearing loan, or as a combination of grant and loan.

Voluntary contributions totalling more than \$100,000 have been made to the Society by Agency personnel. Nearly \$150,000 of loans and grants have been approved after investigation and thoughtful consideration. Typical of the needs for which the Society has provided assistance are: emergency or heavy medical expenses; emergency travel when critical illness or death occurs in the immediate family; and relief from indebtedness meriting assistance. Mr. Kirkpatrick so designed the program that no loans are made which could normally be obtained from conventional lending facilities or personal sources or for needs not essential to the well-being of the individual. But, again through Mr. Kirkpatrick's untiring effort, dedication and dogged pursuit, the Agency has another sound and humanitarian program.

In his present role as "general manager of the store," he has proven a godsend to the Director and me in removing us from the need to follow personally each detail associated with the conduct of our rather sprawling enterprise. Specifically, on Mr. Kirkpatrick has been placed responsibility for the organization of the Office of the Director and the adoption of practices to insure harmonious staff cooperation within and between our seven major organizational elements. To accomplish this, he has adopted and carried out the General Staff secretariat concept in our business. In the field of personnel management, we look to Mr. Kirkpatrick to monitor our recruiting and training programs, to oversee the operation of our Career Services, and to allocate and supervise assignment and promotion actions in our major components.

While most government agencies these days are faced with the need to react to the changing scene, we in CIA must possess the ability to modify swiftly our structure and personnel allocations to meet the sudden changes in national and international situations. Hence, to Mr. Kirkpatrick has been given the job of keeping our organizational patterns and tables of organization in line with the demands placed on us. In pursuit of this objective, he is now creating a group of individuals who are regarded as generalists in our field and who will be assigned to our senior positions as needs develop.

From the foregoing, you may feel that Mr. Kirkpatrick is so burdened with internal chores that he never leaves the premises. On the contrary. Mr. Kirkpatrick serves as our ambassador in spreading the intelligence word to a variety of individuals and institutions. For example, because his knowledge of the intelligence scene is so extensive, he frequently represents the Agency in briefing members of the Congress, and other public officials on our responsibilities and activities. He regularly appears on the platform at the National War College, the other senior defense colleges and also the Foreign Service Institute. His work with interdepartmental seminars in Washington and with the global strategy discussions at Newport have brought most favorable reactions. From time to time he visits our universities to explain the values of a career in intelligence to undergraduates.

I am convinced that Mr. Kirkpatrick is richly qualified as a candidate for the Rockefeller Public Service Award in the field of Administration by virtue of his truly outstanding service to our Nation, and I warmly support his nomination.

Faithfully yours,

/s/ Marshall S. Carter

Marshall S. Carter
Lieutenant General, USA
Acting Director

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